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Message Text

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FM SECSTATE WASHDC
TO AMEMBASSY MOSCOW

UNCLAS STATE 038289

E.O. 11652: N/A

TAGS: TGEN, US, UR

SUBJECT: US/USSR S&T AGREEMENT: SCIENCE POLICY (01.0901)

1. REQUEST EMBASSY PASS FOLLOWING LETTER FROM CAREY TO SKLYAROV, WITH COPIES TO AYKAZYAN AND INASHVILI.

2. 01.0901 - FEBRUARY 13, 1978

DR. YE. I. SKLYAROV
CHAIRMAN, SOVIET WORKING GROUP ON SCIENCE POLICY
STATE COMMITTEE OF THE U.S.S.R. COUNCIL OF
MINISTERS FOR SCIENCE AND TECHNOLOGY
11 GORKY STREET
MOSCOW, U.S.S.R.

DEAR DR. SKLYAROV:

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IF CONVENIENT FOR YOU AND DR. YEFIMOV, I WOULD LIKE TO VISIT MOSCOW FOR THREE OR FOUR DAYS TO EXCHANGE OPINIONS ON THE NEXT PHASE OF COOPERATION IN THE AREA OF PLANNING AND MANAGEMENT OF SCIENTIFIC RESEARCH AND DEVELOPMENT.

IT IS ADVISABLE FOR US TO MEET PROMPTLY SINCE THE JOINT PROGRAM PROPOSALS WE DEVELOP MUST BE REVIEWED BY OUR

RESPECTIVE SIDES PRIOR TO THE SIXTH JOINT COMMISSION MEETING EARLY IN JUNE. I THEREFORE SUGGEST THAT THE

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WORKING SESSIONS BEGIN ON EITHER MARCH 30 OR APRIL 3.
THE FIRST DAY OF OUR MEETING COULD BEGIN WITH AN
EXCHANGE OF GENERAL VIEWS REGARDING DEVELOPMENTS IN THE
FIELD OF SCIENCE POLICY IN OUR RESPECTIVE COUNTRIES, TO
SET THE CONTEXT FOR DISCUSSION OF A WORK PROGRAM.

MY COLLEAGUES AND I HAVE GIVEN CAREFUL CONSIDERATION TO
POSSIBILITIES FOR PRODUCTIVE JOINT WORK AND WOULD LIKE TO
EXPLORE WITH YOU THE FOLLOWING PROGRAM COMPONENTS:

A. AMERICAN VISITS TO SOVIET CENTERS. IN ORDER TO IN-
CREASE OUR UNDERSTANDING OF SOVIET PLANNING AND MANAGEMENT
SYSTEMS, THE AMERICAN SIDE PROPOSES TO VISIT AND STUDY
SOME HEAD INSTITUTES OF IMPORTANT MINISTRIES IN THE
SOVIET UNION, SUCH AS THE MINISTRY OF ELECTROTECHNICAL
INDUSTRY OR THE MINISTRY OF INSTRUMENT-MAKING. WE WOULD
LIKE TO STUDY THEIR ROLES IN COORDINATING AND EXECUTING
RESEARCH AND DEVELOPMENT PLANS AND PROGRAMS, PROVIDING
FINANCIAL AND PERSONNEL SUPPORT, AND DECISION-MAKING.
THE AMERICAN SIDE WILL ALSO PROPOSE TO VISIT AND STUDY A
NUMBER OF SCIENTIFIC PRODUCTION ASSOCIATIONS (NPO) AS
INNOVATIVE METHODS FOR COORDINATING RESEARCH EFFORTS WITH
PRODUCTION AND UTILIZATION. TO CARRY OUT THESE STUDIES
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IN THE SOVIET UNION, WE WILL PROPOSE A THREE-WEEK VISIT
TO HEAD INSTITUTES, AND A PARALLEL THREE-WEEK VISIT TO
NPOS.

B. SOVIET VISITS TO AMERICAN CENTERS. WE WILL PROPOSE AN
EXTENDED VISIT OF THREE WEEKS BY SOVIET COLLEAGUES TO TWO
KEY ENERGY RESEARCH AND DEVELOPMENT INSTITUTES WHICH
REPRESENT ORGANIZATIONAL INNOVATIONS FOR AGGREGATING
COOPERATIVE RESEARCH AND DEVELOPMENT EFFORTS OR COMPANIES
IN THE ELECTRIC AND GAS REGULATED INDUSTRIES. THESE
PROGRAMS COVER THE SPECTRUM OF RESEARCH, DEVELOPMENT, AND
PILOT PLANTS. THE INSTITUTES WE PROPOSE FOR SOVIET VISITS
ARE CONCERNED WITH DIFFERENT SECTORS (ELECTRICITY AND GAS)
IN THE NATIONAL ENERGY STRATEGY, THEY OPERATE UNDER
DIFFERENT REGULATORY REGIMES, THEY ARE FINANCED IN
DIFFERENT WAYS, AND THEY ARE IN DIFFERENT STAGES OF
ORGANIZATION AND SCALE. SUCH VISITS WOULD OFFER BROAD
INSIGHTS INTO INDUSTRY'S RELATIONSHIPS WITH GOVERNMENT,
AND WOULD ILLUMINATE BARRIERS AND INCENTIVES TO ENERGY-
RELATED INNOVATION IN REGULATED SECTORS OF THE MARKET
ECONOMY. A SALIENT FEATURE IS THE ROLE OF THE INDUSTRY
INSTITUTE IN TRANSFER AND UTILIZATION OF RESEARCH AND
DEVELOPMENT RESULTS BECAUSE THE INSTITUTE IS THE CREATURE
OF THE UTILITY COMPANIES AND FINANCED BY THEM. WE PROPOSE

THAT THE VISITS BE MADE TO THE ELECTRIC POWER RESEARCH
INSTITUTE AT PALO ALTO, CALIFORNIA AND THE GAS RESEARCH

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INSTITUTE IN CHICAGO, WITH ADDITIONAL MEETINGS WITH SPONSORING COMPANIES, RESEARCH CONTRACTORS, AND ENERGY AGENCIES OF THE GOVERNMENT.

WE WILL ALSO PROPOSE A PARALLEL SOVIET VISIT OF THE SAME DURATION TO U.S. COMPANIES TO STUDY THE TECHNIQUES OF THE PRODUCT PLANNING TEAM AS A WIDELY-USED DEVICE FOR REDUCING TIME LAG BETWEEN RESEARCH AND COMMERCIALIZATION. THE PRODUCT PLANNING TEAM IN INDUSTRY BRINGS TOGETHER WITH
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THE PROGRAM MANAGER OTHER COMPANY EXPERTS IN NEW VENTURE MANAGEMENT REFLECTING RESEARCH, PRICING, MARKETING, FINANCE, AND PRODUCTION FOR THE PURPOSE OF COORDINATING RESEARCH PLANS WITH PRODUCTION AND MARKETING OBJECTIVES. THE PRODUCT PLANNING TEAM HAS MANY VARIATIONS FROM ONE MAJOR COMPANY TO ANOTHER. SUCH A VISIT TO VARIOUS COMPANIES WOULD DISPLAY A WIDE RANGE OF EXPERIENCES AND ASSESSMENTS OF THE EFFECTIVENESS OF THIS WIDELY-USED METHOD OF RESEARCH AND DEVELOPMENT COORDINATION BY PRIVATE FIRMS. THE VISIT WOULD ALSO INCLUDE MEETINGS WITH UNIVERSITY AND CONSULTING CENTERS OF INDUSTRIAL MANAGEMENT FOR INDEPENDENT APPRAISALS OF THE STRENGTHS AND LIMITATIONS OF THE PRODUCT PLANNING TEAM.

IF YOU HAVE SUGGESTIONS FOR OTHER TYPES OF VISITS YOU WOULD BE INTERESTED IN INSTEAD OF EITHER OR BOTH OF THE ABOVE, PLEASE LET US KNOW AND WE WILL BE GLAD TO CONSIDER THEM.

C. REPORTS AND CONFERENCES. WE WILL PROPOSE THAT DURING THE PROGRESS OF THE RECIPROCAL VISITS AND STUDIES, AND AT THEIR CONCLUSION, WRITTEN REPORTS BE PREPARED BY THE OBSERVER TEAMS AND EXCHANGED AS THE BASIS FOR DISCUSSION AND EVALUATION AT JOINT MEETINGS OF THE SUBGROUP.

D. COMPARATIVE STUDIES OF U.S. AND SOVIET COMMENTARIES ON PROBLEMS AND PROGRESS IN PLANNING AND MANAGING RESEARCH AND DEVELOPMENT. AS WAS NOTED IN OUR LAST PROTOCOL, WE WILL PROPOSE TO EXPERIMENT WITH SELECTING PUBLISHED REPORTS AND PAPERS OF THE TWO SIDES, WHICH TREAT PROBLEMS AND ISSUES IN PLANNING AND ACCOMPLISHING RESEARCH, DEVELOPMENT, AND INNOVATION. A SOVIET SCIENCE POLICY EXPERT WOULD, FOR EXAMPLE, SELECT SOME AMERICAN REPORTS
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OR PAPERS DEALING WITH DIFFICULT QUESTIONS ON THE AMERICAN SIDE. HE WOULD DISCUSS THE SUBSTANCE WITH THE AUTHORS OF THE PAPERS, PREPARE A WRITTEN COMMENTARY, AND INVITE AMERICAN RESPONSE. IN THE SAME WAY, AN

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AMERICAN SCIENCE POLICY EXPERT WOULD REVERSE THE PROCESS

AND EXAMINE SOVIET REPORTS AND PAPERS. A SYMPOSIUM
WOULD FOLLOW. WE WILL SUGGEST TESTING THIS APPROACH.

WE WILL BE PREPARED TO EXPAND UPON THESE SUGGESTIONS
WHEN WE HAVE OUR EXPLORATORY MEETING. WE WILL ALSO
WELCOME IDEAS WHICH MAY HAVE OCCURRED TO YOU AND YOUR
ASSOCIATES. MY PURPOSE IN OUTLINING OUR PROPOSALS IS TO
IMPROVE THE PROSPECTS FOR AGREEMENT ON A PROGRAM OF WORK
WHICH THE JOINT COMMISSION CAN CONSIDER AND APPROVE.

I WILL BE GRATEFUL FOR THE EARLIEST POSSIBLE SIGNAL FROM
YOU AS TO WHETHER ONE OF THE DATES I SUGGEST FOR A SHORT
MEETING IN MOSCOW IS ACCEPTABLE. I WILL THEN SEND YOU
THE NAMES OF THE DELEGATION I WILL TAKE WITH ME.

I BELIEVE WE HAVE VERY GOOD PROSPECTS FOR A USEFUL AND
ENJOYABLE COLLABORATION IN THE COMING MONTHS.

SINCERELY,

WILLIAM D. CAREY.

CC:
DR. AYKAZYAN
MR. INASHVILI. VANCE

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